

**COORDINATING BOARD FOR HIGHER EDUCATION**  
**Minutes of Meeting**  
**April 8, 2004**

The Coordinating Board for Higher Education met at 10:30 a.m. on Thursday, April 8, 2004, in the Burton Business and Economics Building at William Woods University in Fulton, Missouri. Members present were:

Sandra Kauffman, Chair  
Lowell Kruse, Vice Chair  
Dudley Grove, Secretary  
Diana Bourisaw  
Kathryn Swan  
Mary Joan Wood

Members absent from the meeting were:

John Bass  
Marie Carmichael  
Robert Langdon

Others attending the meeting included:

Trudy Baker, Administrative Assistant for EPPIC  
Becky Brennecke, Research Associate  
Debra Cheshier, Director Educational Policy, Planning, and Improvement Center (EPPIC)  
Donna Imhoff, Budget Analyst  
Janelle Jaegers, Director, Administration  
Joe Martin, Deputy Commissioner  
Jim Matchefts, Assistant Commissioner and General Counsel  
Susanne Medley, Director, Communications and Customer Assistance  
Brenda Miner, Executive Assistant to the Commissioner  
Renee Riley, Public Information Specialist  
Robert Stein, Associate Commissioner, Academic Affairs  
Laura Vedenhaupt, Administrative Assistant for Academic Affairs  
Quentin Wilson, Commissioner of Higher Education  
John Wittstruck, Senior Research Associate (EPPIC)

Chair Kauffman called the meeting to order. A list of guests attending the meeting is included as Attachment A.

Dr. Bourisaw moved **that the minutes of the February 19, 2004 meeting be approved as printed.** Mrs. Grove seconded the motion, and it passed unanimously.

Chair Kauffman thanked President Barnett and her staff for their hospitality and the gifts that they presented to the presidents and chancellors, the members of the Coordinating Board for Higher Education, and department staff.

## **Report of the Commissioner**

As the Coordinating Board for Higher Education (CBHE) shifts from policy development to implementation, it is noteworthy that many of the priorities of the CBHE have also been identified as priorities by a number of groups and in a number of reports including the Commission on the Future of Higher Education, the Business Education Roundtable, the Taskforce on Achievement Gap Elimination, and the State of the Workforce Report. It is also interesting to note that these commonly held ideas and priorities have been discussed for a number of years. What has not developed, however, are collaborative implementation strategies producing widespread improvements. As a result, the Department of Higher Education (DHE) has been increasing its efforts in partnering with agencies involved with education and training to focus on effective implementation strategies.

A recent example of this occurred on April 7, 2004 when deans of colleges, presidents and chancellors of institutions, leadership from the Department of Elementary and Secondary Education (DESE), DHE staff, and others met at the Truman Office Building in Jefferson City to hear a presentation from Ms. Gaynor McCown, Executive Director of The Teaching Commission, who provided an overview of the Commission's recommendations for improving teacher quality. Following the presentation, attendees participated in small group discussions aimed at developing teacher quality priorities and related implementation strategies.

Many different ideas about which priorities to focus on and the implementation of priorities have resulted from these efforts. These ideas include leadership systems needed for implementation; enhancing the core curriculum; integrated and restructured data reporting formats; a common education website portal; the integration of institutions' aid packages with the state's grants and scholarships; promotion of financial literacy; promotion of institutional adoption of quality principles; and strategies for continued and enhanced partnerships with state agencies and other entities.

On a different issue, the commissioner noted that an election held on April 6, 2004 to establish the Lake of the Ozarks taxing district resulted in the defeat of this initiative. DHE staff has not yet discussed with the Lake of the Ozarks Community College Steering Committee what the next steps might be in light of the election results.

The Commissioner's Report, Third Quarter, FY 2004 is included in the minutes as Attachment B.

## **Report of the Presidential Advisory Committee**

Dr. Henry Shannon, chancellor of St. Louis Community College, summarized the presidents' and chancellors' discussions from their April 8, 2004 meeting in the Aldridge Center. The FY 2005 budget will remain at FY 2004 funding levels for all institutions, except Missouri Southern State University-Joplin and the University of Missouri, which received a slight increase above the CBHE FY 2005 recommendation. Dr. Shannon noted that it is critical that the role of higher education be discussed at the local level and also statewide, and include discussions of the role of the legislature in the budgeting and policy-setting process.

Brenda Hatfield, president, Excellence in Missouri Foundation, provided information about the services offered by the foundation. An update on State Fair Community College's program delivery in Jefferson City was given by Dr. Robert Stein. On April 7, 2004, presidents and chancellors attended a presentation on teacher quality delivered by Ms. Gaynor McCown, executive director, The Teaching Commission, followed by a work session facilitated by Mr. Bill Bott.

### **Summary of Proposed Legislation Relating to Higher Education**

Chair Kauffman noted that last year staff worked with the sponsors of legislation on Missouri Southern name change, the approval of expanding/new programs, and on collaboration among institutions. In recent board meetings discussions on tuition, selectivity and mission, and expansion of programs form the policies adopted by the CBHE to guide the department staff in its interaction with all higher education institutions. The CBHE feels that issues related to their policies need to be codified to ensure the CBHE is providing the best, most affordable and accessible education to Missouri's citizens.

Chair Kauffman proposed that the CBHE adopt the following recommendation: **The board recommends that any legislation adopted by the General Assembly authorizing the merger of Northwest Missouri State University (NWMSU) and the University of Missouri (UM) contain provisions relating to various policies of the CBHE affected by the merger. The board authorizes DHE staff to assist and provide advice to members of the General Assembly and their staff to achieve this recommendation. The board instructs the commissioner to notify the President Pro-Tem of the Senate, the Speaker of the House, and other members of the General Assembly as deemed necessary, of this recommendation.**

Dr. Bourisaw moved to adopt the motion. Mrs. Wood seconded the motion, and it passed unanimously.

### **FY 2005 Budget Update**

Mr. Joe Martin reported that House action on the FY 2005 budget provided FY 2004 funding levels for most of the institutions, with the exception of Southwest Missouri State University and Missouri Southern University which will receive additional funding. The Senate Appropriations Committee's preliminary action recommended FY 2004 funding levels for most institutions except the University of Missouri System. The Senate also proposed a 5 percent reduction in UM related appropriations, such as the University of Missouri Hospital and Clinics, Kidney Program, Alzheimer's, Spinal Cord Injury, State Historical Society. Concerning all institutions, the House has recommended a 5 percent budget reduction to MOBIUS and MOREnet.

### **2004 Progress Report**

Dr. Cheshier presented the 2004 Progress Report noting that it is a transitional document intended to measure progress in the prioritized areas of preparation, participation, and performance excellence. The data presented in this report provide a means to study trends over time for increased awareness of areas requiring more resources, staff attention, and policy efforts.

Mrs. Grove expressed concern that approximately 30 percent of high school students require remedial coursework upon entering institutions of higher learning. It is not acceptable to the CBHE that these students go to college unprepared or for colleges to spend their funds to achieve what the elementary and secondary schools should have accomplished. Likewise, it is not acceptable that there is not a diverse population in higher education institutions. Mrs. Grove stressed that it is a priority to increase the number of diverse students in the higher education institutions; the need to develop effective strategies enabling more minority and lower-income families' affordability of higher education for their children; and a call to the institutional leaders for action and change.

The CBHE suggested that higher education: 1) be represented on the Taskforce on High Schools, formulated for the preparation of graduation requirements; 2) to develop a team effort between K-12 and higher education; 3) find consensus on issues whereby, with the support of the institutions and others, they establish a plan to move forward; and 4) focus on higher quality in seeking solutions, i.e. through discussions with high schools or other groups who have participated in the Baldrige Criteria.

### **Collaborative Activities with the Missouri Higher Education Loan Authority (MOHELA)**

Mr. Jim Matchefts introduced Mr. Michael Cummins, executive director and CEO, MOHELA, and Mr. Raymond Bayer, Jr., executive vice-president – Operations, MOHELA. They provided information on MOHELA's operations and outreach activities with the DHE and the higher education community. Later this year, MOHELA and the Missouri Department of Higher Education will offer a 3 percent interest rate relief for qualifying borrowers, specifically, borrowers who attend a Missouri school, utilize a MOHELA lender, and utilize the MDHE guarantee. More information is included in the minutes as Attachment C.

Dr. Bourisaw asked that a portion of the money be set aside for teacher incentives for urban teachers who teach hard-to-teach subjects in difficult-to-fill urban areas.

Mr. Cummins expressed the desire of MOHELA to obtain from the CBHE a recommended action for the implementation of the three resolutions passed by the MOHELA's Board of Directors establishing a partnership between MOHELA and the MDHE.

### **State of the Workforce Report**

Dr. John Wittstruck introduced Mr. David Heath, chairman, Missouri Training and Employment Council (MTEC); Mr. James Dickerson, chair, Central Region, Missouri Workforce Investment Board; and mentioned that two other members of MTEC were Dr. Wayne Giles, chancellor, Metropolitan Community Colleges, and Dr. Henry Shannon, president, St. Louis Community College, as well as himself.

Mr. Heath presented an overview of the Missouri State of the Workforce Report 2003 Executive Summary, developed in response to a charge from the governor to identify essential and technical skills needed by businesses, to make recommendations for system improvement, and to recommend strategies to increase peoples' skills and knowledge to ensure they have access to job opportunities and security. Presentations are being made to chambers of commerce, businesses, labor unions, and educational organizations around the state, with MTEC members using their

influence and connections to drive their efforts forward. The CBHE asked to be informed of how they could assist in this endeavor. Mr. Heath's presentation is available on the Internet and is included in the minutes as Attachment D.

**Dr. Wittstruck stated that it is recommended that the Missouri Coordinating Board for Higher Education acknowledge the role of education and training in Missouri's Workforce Development System and the integral role postsecondary education and training has in increasing essential skills and knowledge that will help people get and keep quality jobs. It is further recommended that the Coordinating Board for Higher Education endorse the Missouri Training and Employment Council's recommendations contained in the State of the Workforce Report and commend MTEC for its work in advancing the importance of postsecondary education and training to the state's workforce development system. Finally, it is recommended that the Coordinating Board for Higher Education direct the Commissioner of Higher Education and staff at the Department of Higher Education to assist the Missouri Training and Employment Council in implementing the report's recommendations.** Mrs. Grove moved to adopt the motion. Mrs. Wood seconded the motion, and it passed unanimously.

### **Update on Department of Higher Education Improvement Projects**

DHE staff continues its improvement efforts in selected areas following the board's adoption of the Baldrige Award Criteria in April 2003 through teamwork with an emphasis on customer views and needs. Dr. Cheshier reported that the first-round improvement projects included GEAR UP which is being assessed for how students participating in the program compare to those who do not; the ASA system conversion which will be completed in April with demonstrations and training sessions provided at many institutions; and redesign of the website based on recommendations from the team and focus groups which will enhance ease of use for customers visiting the department's website.

Second-round improvement projects include financial literacy intended to promote knowledge and sound decision-making about all types of financial issues; the improvement of our state grants and scholarship programs with the goal of enhancing access and completion of postsecondary education; a consortium of public and independent institutions to explore measuring value-added student learning through a pilot project using the RAND-developed College Learning Assessment instrument, beginning in fall 2004; a facilitated discussion on promoting institutional adoption of quality principles which will involve interested public and independent institutions through a one-day workshop, co-hosted by the department and the University of Missouri in late spring.

The board noted that GEAR UP focuses on students in middle-school grades, but students at younger ages should be targeted as well, if we want to understand how poverty impacts (i.e. motivation) postsecondary participation and successful college completion. Students of low-income families, given the resources, strategies, and the availability of financial assistance, can succeed.

Chair Kauffman encouraged the DHE staff to develop a common financial aid application that would inform students of the financial assistance possibilities available to them.

## **Department of Higher Education FY 2003 Annual Report**

Commissioner Wilson noted that measurements of data in the FY 2003 Annual Report are based on headcounts and reported that the data are in line with national databases. Commissioner Wilson stated **that it is recommended that the Coordinating Board for Higher Education accept the FY 2003 Annual Report.** Mrs. Swan moved to adopt the motion. Mrs. Grove seconded the motion, and it passed unanimously.

## **Excellence in Missouri Foundation**

Chair Kauffman noted that Ms. Brenda Hatfield, director, Excellence in Missouri Foundation, presented an overview of the foundation's services at the Presidential Advisory Committee.

## **Update on State Fair Community College's Programming Commitments in Jefferson City**

Dr. Robert Stein reported that State Fair Community College is making decisions regarding their program offerings in Jefferson City. State Fair requested clarification on the CBHE policy regarding delivery at external sites. Jefferson City is not an external site, and its residents do not pay local taxes for full community college services. These and related issues will affect the decision of State Fair to remain at the Jefferson City site. Dr. Stein noted that Linn State Technical College, Lincoln University, and State Fair Community College are committed to working together to serve the Jefferson City community.

## **Appointment of Nominating Committee for Selection of CBHE Officers**

Chair Kauffman appointed Mrs. Carmichael as chair of the Nominating Committee for Selection of CBHE officers. Mrs. Swan and Mr. Langdon will also serve on the committee.

## **Information Items**

### Distribution of Community College Funds

Mr. Martin noted that distributions of funds to the community colleges are occurring monthly.

### Proprietary School Certification Actions and Reviews

Dr. Stein noted that Proprietary School Certification Actions and Reviews is a standard item.

### Academic Program Actions

Dr. Stein noted that Academic Program Actions is a standard item.

### High School Graduates Performance Report: Outstanding Schools Act – Senate Bill 380

Dr. Stein directed the board's attention to the concerns expressed earlier about increased expenditures for the remediation of students in Missouri's colleges and universities.

Mrs. Grove was concerned if any changes in the 16-unit high school core curriculum had been made since its implementation, and if the 92 percent of students, having completed the 16-unit high school core curriculum, are graduating with the knowledge they need to be successful.

Dr. Stein noted that since the studies conducted in 1994 concerning acceptable/applied courses, there have not been any changes to the core curriculum content or the 100 percent target goal. As a result of those studies, the list of acceptable courses for the 16-unit core curriculum was expanded to include applied course curriculum. As a result, several high school students have graduated without a core curriculum and given access to collegiate level work upon entering community colleges. Additionally, not all public four-year institutions have attained the 100 percent target goal.

Mrs. Grove suggested that since most families expect their children to attend college and most students take the core curriculum, that DHE work in collaboration with DESE to shift the focus to emphasizing expecting students to take the college curriculum so they would have to make a conscious decision not to and opt out if that is what they desired.

Dr. Stein noted that this opt out alternative was discussed briefly with DESE and the State Board of Education and is probably a good strategy for increasing the percentage of students in higher education. Data infers though many students are taking more courses, the coursework is not as rigorous in all institutions throughout the state. DESE is surveying school districts to find what requirements districts expect. It is necessary to know how much knowledge high school students have acquired by the time they graduate and how prepared they are for college. The Taskforce on High Schools, studying high school graduation requirements, might be a good place for the CBHE to influence those decisions.

As the college preparatory curriculum is also a workforce readiness curriculum, the Missouri Training Employment Council has recommended increasing high school graduation requirements.

The board concluded that it is necessary to raise the expectations and examine what knowledge and preparedness is necessary for students to enter and succeed in higher education institutions and the workforce. The CBHE needs to know what it can contribute, in collaboration with DESE, to generate this change and to encourage students to take full, rigorous course loads. The CBHE wants to examine what possibilities exist for providing some support, recognition, or programs to those 8 percent of students who are not college bound, for their involvement in the workforce.

### **MOHELA Recommendation**

Mr. Cummins proposed, during his presentation on MOHELA, collaboration with DHE as outlined in the following recommended action:

**In November 2003, the MOHELA Board of Directors passed three resolutions to establish partnerships with the MDHE for the benefit of Missouri students and families. The three resolutions provided that (1) MOHELA would commit up to \$5,010,070 for scholarships for eligible GEAR UP students in the event that Missouri College Guarantee Funds are not available to meet the MDHE's scholarship matching obligation; (2) MOHELA would set**

**aside \$25 million from its reserve funds and work with the MDHE to use the interest earned on the funds for early awareness and outreach activities, including scholarships for needy students; and (3) to the extent MOHELA is financially able, it would pay the one percent guarantee fee on behalf of student loan borrowers who are jointly served by MOHELA and the MDHE. The Missouri Coordinating Board for Higher Education endorses the resolutions passed by MOHELA's Board of Directors and directs the Commissioner of Higher Education and MDHE staff to take all actions necessary and appropriate to implement the resolutions.** Mr. Kruse moved to adopt the motion. Mrs. Swan seconded the motion, and it passed unanimously.

There being no further business to come before the board, Mrs. Grove moved to adjourn the meeting. Mrs. Wood seconded the motion, and it passed unanimously.

The meeting adjourned at 2:55 p.m.